



Anna LUPINA-WEGENER (Department of International Business, ZHAW School of Management and Law), The role of identity leadership in constructing post-merger identity: The case of a French acquisition in China

Extant research reveals that identity construction in cross-border M&As is particularly complex where multiple identities are salient and where leaders and other central actors play an important role. The role of leaders (such as CEO, chair, or senior executive member) and their effect on intergroup dynamics and identity change in post-merger integration remains empirically under-investigated. We will address this gap, building on the social identity approach and using a qualitative, longitudinal case study. Focusing on a Chinese target allows us to theorize on identity construction and identity leadership acts in an intergroup context embedded in high-power distance and collectivism. We found that with the target's identity change over time, identity leadership acts changed as well, triggering top management teams (TMTs) to further negotiate boundary permeability. The target firm became successful because of identity leadership acts that fostered local identification (T1) and post-merger global identity (T2), which in turn helped the French multinational corporation Green (MNC).

Co author: Rolf van Dick (Goethe Universität, Frankfurt)

❖ 12h30 – Salle 103 / Comodal

❖ Participer à la réunion Zoom

[https://zoom.us/j/95741920861?](https://zoom.us/j/95741920861?pwd=MIQreEQ4STBPUIFELOVIVk55QIZyUT09)

[pwd=MIQreEQ4STBPUIFELOVIVk55QIZyUT09](https://zoom.us/j/95741920861?pwd=MIQreEQ4STBPUIFELOVIVk55QIZyUT09)

ID de réunion : 993 2844 4342

Code secret : 4RxD9R

❖ Calendrier des séminaires

<https://urlz.fr/jllR>

